



# DEPARTMENT OF HOMELESS SERVICES

Seth Diamond, Commissioner

## What We Do

The Department of Homeless Services (DHS) manages nine City-run and 222 provider-run shelter facilities, consisting of 64 adult facilities, 18 adult family facilities and 149 facilities for families with children. DHS also provides outreach services available 24 hours a day, seven days a week, as well as homeless prevention services through community-based programs known as HomeBase.

## Our Services and Goals

### **Service 1: Help prevent at-risk individuals and families from becoming homeless.**

Goal 1a: Provide effective interventions to households most at risk of homelessness.

### **Service 2: Provide temporary emergency housing to homeless individuals and families.**

Goal 2a: Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

### **Service 3: Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

Goal 3b: Minimize re-entries into the shelter services system.

### **Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.**

Goal 4a: Reduce the number of unsheltered homeless individuals.

## How We Performed: July–October

- DHS continued to exceed its prevention target for all populations by helping more than 90 percent of clients in all populations receiving prevention services to stay in their communities and avoid shelter entry. The success rate for single adults (97 percent) and families with children (92 percent) increased by 6 percentage points each between the first 4 months of Fiscal 2012 and Fiscal 2013. The rate for adult families remained stable near 96 percent. This overall success can be attributed to the assistance provided by DHS's community-based homelessness prevention program, HomeBase.
- The number of families with children and adult family entrants increased by 16 percent and 17 percent, respectively, during Fiscal 2013 through October as compared to Fiscal 2012 through October.
- During the first four months of Fiscal 2013, an average of 95 percent of families with children in shelter were applying for or receiving public assistance. DHS works to link families to public assistance in order to engage clients in employment activities and connect them to mainstream benefits that will assist them in exiting shelter and moving toward independent living in the community.
- The average number of families with children, adult families, and single adults in shelter per day increased between the first four months of Fiscal 2012 and Fiscal 2013. DHS continues to focus efforts on engaging families and individuals in employment activities to assist them in exiting shelter.

- The average length of stay in shelter increased across all client groups: single adults' length of stay increased by 5 percent, and adult families' and families with children length of stay rose by 13 percent. DHS Family Services and Adults Services hold shelter providers accountable through measuring their performance against a range of key agency goals including success in connecting people to employment, moving people out of the shelter system, and whether those who leave shelter return. Additionally, shelter provider performance on these measures is available to the public and single adult provider performance has an impact on their budgets.
- In Fiscal 2013 through October, DHS achieved 94 percent of its monthly goal for families with children exiting shelter and 101 percent of its goal for adult families exiting shelter. A family is considered to have exited shelter if they leave shelter and do not return for at least 30 days.
- The number of single adults who exited to permanent housing decreased by 3 percent from the first four months of Fiscal 2012 to Fiscal 2013. Despite the decrease in overall exits, 19 percent more single adults exited to supportive housing between the first four months in Fiscal 2012 (552 exits to supportive housing) and Fiscal 2013 (656 exits to supportive housing). Supportive housing is a cost-effective resource that enables clients with disabilities to exit shelter and remain housed in the community.
- The percentage of single adults who returned to shelter within one year of exiting to permanent housing remained stable at 4 percent during the first four months of Fiscal 2013. The percentage increased among adult families and families with children due to a shift in the type of exits to permanent housing, from primarily subsidized to unsubsidized exits. Historically, unsubsidized exits have a higher recidivism rate than subsidized exits. To minimize shelter recidivism, DHS and the Human Resources Administration (HRA) continue to provide an array of aftercare services to clients, who are in jeopardy of losing their housing after exiting shelter.
- The East River Job Center, which is operated by HRA and serves homeless individuals and families, placed 2,073 homeless individuals and families into jobs from July 2012 through October 2012. This is 87 percent of the four-month goal, a success rate that is 18 percentage points higher than the rate achieved during the same period in 2011. Employment remains a cornerstone of DHS' efforts to help homeless New Yorkers move back to independence.
- During the first four months of Fiscal 2013, the number of critical incidents per 1,000 residents increased for all three populations. DHS expanded the incident reporting criteria to more thoroughly track shelter activity, conducted additional domestic violence training for staff to appropriately report domestic violence incidents, and continued to encourage providers to report all critical incidents. These efforts contributed to a higher number of reported incidents. In addition, DHS has tightened protocols for handling incidents to ensure that clients and the shelters in which they are staying are safe.
- During the first four months of Fiscal 2013, DHS and its outreach providers placed 247 chronically homeless individuals into permanent and temporary housing, a 20 percent increase from the same time period in Fiscal 2012. Part of this increase is attributable to special initiatives aimed at linking clients to housing. DHS' outreach providers also operate under performance-based contracts, which rate providers on their successful housing placements.
- DHS and its outreach providers reached out to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back. In the first four months of Fiscal 2013, street outreach teams returned 467 phone calls from citizens who saw an individual on the street in need of assistance and alerted DHS by calling 311. Public involvement is essential to reducing the number of street homeless individuals in New York City.

**Service 1: Help prevent at-risk individuals and families from becoming homeless.**

Goal 1a: Provide effective interventions to households most at risk of homelessness.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	94.6%	91.4%	91.4%	70.0%	70.0%	91.1%	96.6%
★ Adult families receiving preventive services who did not enter the shelter system (%)	94.6%	95.5%	97.0%	70.0%	70.0%	95.1%	95.8%
★ Families with children receiving preventive services who did not enter the shelter system (%)	92.6%	90.7%	93.9%	70.0%	70.0%	85.9%	91.9%

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

**Service 2: Provide temporary emergency housing to homeless individuals and families.**

Goal 2a: Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Adult families entering the DHS shelter services system	1,208	1,096	1,104	*	*	324	380
★Single adults entering the DHS shelter services system	NA	NA	17,872	*	*	NA	5,721
★Families with children entering the DHS shelter services system	14,586	12,444	10,842	*	*	3,936	4,561
★Average number of adult families in shelters per day	1,309	1,315	1,450	*	1,450	1,330	1,665
★Average number of families with children in shelters per day	8,629	8,165	8,445	*	8,445	8,184	9,429
★Average number of single adults in shelter per day	7,167	8,387	8,622	*	8,622	8,335	9,176
Families with children applying for or receiving public assistance (average) (%)	NA	NA	NA	*	*	NA	95.0%
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.0%	82.7%	*	*	85.2%	84.9%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	84.3%	83.3%	76.5%	85.0%	85.0%	75.4%	74.3%
East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)	NA	125.0%	80.0%	*	*	69.0%	87.0%

Goal 2b: Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	2.7	1.7	0.3	*	↓	NA	NA
★Critical incidents in the adult shelter system, per 1,000 residents	0.8	0.2	1.1	*	↓	0.2	0.9
★Critical incidents in the adult family shelter system, per 1,000 residents	7.4	8.2	4.5	*	↓	1.7	8.8
★Critical incidents in the families with children shelter system, per 1,000 residents	0.3	1.7	6.5	*	↓	2.2	2.9
Cost per day for shelter facilities - Single adult facilities (\$)	\$69.25	\$73.58	\$77.58	*	*	NA	NA
- Family facilities (\$)	\$100.49	\$100.12	\$100.82	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	NA	93.6%	97.8%	*	*	NA	NA

**Service 3: Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 3a: Maximize exits and minimize clients' length of stay in shelters.

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Single adults exiting to permanent housing	7,573	8,825	7,541	8,000	8,000	2,642	2,564
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	70	*	*	85	101
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	NA	99	*	*	101	94
★Average length of stay for single adults in shelter (days)	245	250	266	*	266	263	275
★Average length of stay for adult families in shelter (days)	325	349	416	*	416	392	443
★Average length of stay for families with children in shelter (days)	243	258	337	*	337	315	355

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

**Goal 3b: Minimize re-entries into the shelter services system.**

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.1%	4.0%	3.9%	*	3.9%	3.1%	4.0%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	6.4%	8.3%	5.6%	*	5.6%	3.4%	14.4%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.8%	2.8%	4.4%	*	4.4%	2.3%	7.2%

**Service 4: Help chronically unsheltered homeless individuals find stable, safe living situations.**

**Goal 4a: Reduce the number of unsheltered homeless individuals.**

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,111	2,648	3,262	*	3,262	NA	NA
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	880	577	545	*	*	205	247
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	94.6%	100.0%	100.0%	*	*	100.0%	100.0%

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## Agency Customer Service

Performance Statistics	Actual			Target		4-Month Actual	
	FY10	FY11	FY12	FY13	FY14	FY12	FY13
Customer Experience							
E-mails responded to in 14 days (%)	68%	71%	88%	80%	*	91%	66%
Letters responded to in 14 days (%)	65%	73%	70%	70%	*	64%	70%

## Agency Resources

Resource Statistics	Actual			September 2012 MMR	Updated		4-Month Actual	
	FY10	FY11	FY12	FY13	FY13 <sup>1</sup>	FY14 <sup>1</sup>	FY12	FY13
Expenditures (\$000,000) <sup>2</sup>	\$942.0	\$1,019.2	\$900.5	\$801.9	\$955.3	\$848.5	\$648.0	\$638.5
Personnel	1,927	1,838	1,819	1,935	1,953	1,960	1,836	1,814
Overtime paid (\$000,000)	\$9.1	\$8.0	\$7.4	\$6.9	\$7.9	\$6.9	\$2.1	\$2.5
Capital commitments (\$000,000)	\$33.7	\$19.1	\$24.2	\$27.9	\$49.6	\$26.1	\$5.0	\$8.4
Human services contract budget (\$000,000)	\$739.2	\$811.3	\$698.8	\$592.7	\$741.6	\$636.2	\$239.3	\$239.2

<sup>1</sup>January 2013 Financial Plan

"NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds.

January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2013 budget.

## Noteworthy Changes, Additions or Deletions

- The Department added the following indicator to this report: 'Families with children applying for or receiving public assistance (average) (%).'
- The indicator 'Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds' is a measure of the rate of inspections with deficiencies. It replaces the measure of the number of deficiencies reported previously.
- DHS converted to a new data system in Fiscal 2012. As a result, single adult entrant data for the four-month actual Fiscal 2012 is not comparable to the four-month actual Fiscal 2013 data. The conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.
- Since the end of the Advantage program in Fiscal 2011, DHS has been tracking exits that lasted at least 30 days. The recidivism rates for Fiscal 2012 and 2013 are based on families who exited to permanent housing and remained out of the system for at least 30 days. Prior to Fiscal 2012, the recidivism rates were based on all family exits to permanent housing.
- In 2013 DHS eliminated the 'Families suitably placed in the shelter services system within 10 days (%)' indicator. DHS routinely places 100 percent of all clients in conditional shelter within 10 days, and almost always the same day. Prior to the opening of PATH in 2004, families seeking shelter at the EAU may have waited longer for placement and therefore this was an important indicator to track at the time.

For additional performance statistics, please visit the website at: [www.nyc.gov/mmr](http://www.nyc.gov/mmr).

For more information on the agency, please visit: [www.nyc.gov/dhs](http://www.nyc.gov/dhs).

